STRATEGIC PLAN

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BCTS
BC Timber Sales

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Introduction

The purpose of the BC Timber Sales Strategic Plan is to provide staff, clients and stakeholders with an overview of the strategic direction of BC Timber Sales. The plan outlines the path the organisation will take to achieve its strategic and business goals. It also provides a framework for organisation-wide decision making and resource alignment.

A fundamental step in the successful implementation of a corporate strategy is ensuring that the organisation has a clear mandate (vision, mission and values) from which it operates. In developing a mandate for BCTS, the Timber Sales Leadership Team assessed the strengths, challenges, opportunities, and threats facing the organisation. From this work, the broad strategic thrusts of BC Timber Sales, business objectives and action plans were identified.

While the mandate elements will remain relatively stable over the long term, aspects of the organisation's strategic direction will evolve with new policies, business practices, implementation of business strategies and experience with on-the-ground delivery. The goals, objectives and performance of the organisation will be reviewed on a regular basis and components of the strategic plan will be adjusted to accommodate shifts in performance expectations and evolving operational and market conditions.

In presenting the strategic plan of BC Timber Sales, this document provides background on the organisation, key aspects of its operational environment, the major tools it will use to achieve its strategic goals and key links to the Ministry of Forests Service Plan and government's forestry revitalization plan.

Corporate Context

The Forest Service is the main agency responsible for the stewardship of 47 million hectares of provincial forestland, including the provision of fire protection services for 84 million hectares.

Since its establishment in 1912 the Ministry of Forests (also known as the Forest Service) has protected the public's interest and provided leadership in the protection, management and use of the province's forests and rangelands. The Forest Service is the main agency responsible for the stewardship of 47 million hectares of provincial forestland, including the provision of fire protection services for 84 million hectares. With more than 90 per cent of BC's forest lands being publicly owned, managing these provincial forests presents a unique and complex set of challenges and opportunities.

The ministry works with thousands of license tenure holders each year, ranging from small area or volume-based holdings (e.g., woodlots or timber sale licences) to large major licences (e.g., forest licences or Tree Farm Licences). In addition, there are over 2,500 individuals and corporations registered as BC Timber Sales Enterprises (formerly known as Small Business Forest Enterprises).

Core Services Review/ Forestry Revitalization

A key responsibility of the B.C. Forest Service is to provide British Columbians with benefits from the commercial use of public forests. To optimize these benefits, the province must have a strong forest economy and a competitive forest sector, which relies upon a fair pricing system, and the effective allocation and administration of timber harvesting rights. BC Timber Sales is one of the tools that government uses to provide these benefits to the people of the province.

In June 2001, the Ministry of Forests was directed by government to develop a plan to make the Small Business Forest Enterprise Program (SBFEP) more effective and put it on a commercial footing. In the following months, government's Core Services Review led to comprehensive policy and organisational changes affecting the Ministry of Forests, including its small business activities. A key outcome of the core review process was the transformation of the SBFEP into a new organisation called BC Timber Sales, which has 12 Timber Sales Offices and operations in 21 other locations around the province (Appendix A).

To achieve the goals of increased effectiveness and being more commercial, BC Timber Sales (BCTS) was fully implemented on April 1, 2003. The establishment of BCTS involved:

- new management and organisational structures
- a re-focused mandate, strategic and business goals, objectives and strategies
- new policies, legislation and business practices
- a more independent financial and accountability structure

BC Timber Sales is managed independently from the Field Services division of the ministry and has a unique role with implementation of government's forestry revitalization plan. BCTS will market an increased volume of timber that will be made available through the reallocation of timber from major licences. BCTS began managing some of the reallocated volumes in mid-2003 and expects to expand this role in 2004 and 2005.

BC Timber Sales develops and sells publicly-owned timber to establish market price and optimize net revenue to the Crown. On the basis of highest bid, BCTS sells blocks of timber across the province to a variety of customers – market loggers, sawmill operators, and timber processors and remanufacturers. Through private sector contractors and its staff, BCTS completes forest planning, timber cruising, layout/engineering, road construction/maintenance and silviculture activities such as tree planting, surveys and stand treatments.

To move forward with the revitalization plan and enable BCTS to fulfill its mandate, much new legislation was introduced in 2003, with other legislative changes being planned for 2004. Legislation and regulations now in force provide the appropriate legal authorities required for the operation of BC Timber Sales.

Ministry Service Plan

The Forest Service has three major long-term goals to fulfill its mandate and has established seven core business areas to structure its objectives, strategies and performance measures (www.bcbudget.gov.bc.ca/sp2003/for/).

The three goals in the Ministry Service Plan are:

Goal 1: Sustainable Forest Resources

The Forest Service is responsible to ensure that the use of the forests to generate economic benefits is balanced with the long-term health of the forest resources. Meeting this responsibility means ensuring the use of appropriate forest management practices to maintain and improve the long-term sustainability and health of the province's forest resources.

Goal 2: Sustainable Forest Benefits

As stewards of the forest resources on the behalf of government, the Forest Service has a major role in ensuring that the citizens of British Columbia benefit from commercial use of their forests. Sustainable forest benefits rely on a strong forest economy and a competitive forest sector. BC Timber Sales is one of the core businesses supporting this goal.

Goal 3: Effective and Responsive Forest Manager

The Forest Service must manage the public forest resource in a way that ensures sustainable forest resources deliver sustainable forest benefits for the people of British Columbia.

While the most direct link for BCTS to the Ministry of Forests Service Plan is through goal two, the BCTS mandate incorporates the sustainability and stewardship focus of the other goals.

BC Timber Sales – Mandate

For BC Timber Sales to be more effective and commercial, it is essential for the organisation to have a clear mandate and strategic direction.

Our **Vision** is for BC Timber Sales to be an effective timber marketer generating wealth through sustainable resource management.

Our vision means that we:

- have skilled, motivated, proud and loyal employees.
- have, and continue to seek out, efficient, effective and innovative business practices with a committed focus.
- are respected managers of public forests.
- are an integral part of the B.C. economy.
- optimize opportunities from B.C. forests for our customers

The **Mission** of BC Timber Sales is to market Crown timber to establish market price and capture the value of the asset for the public.

In the pursuit of our mission, the **core values** of BC Timber Sales are:

- Honesty/Integrity
- Accountability
- Forest Stewardship

The Mission of BC Timber Sales is to market Crown timber to establish market price and capture the value of the asset for the public.

Strategic Goals

Flowing from its mandate, BC Timber Sales has established three main **strategic goals:**

- To provide a credible reference point for costs and pricing of timber harvested from public land in BC.
- To optimise net revenue return to the Province, within the parameters dictated by our benchmarking mandate and sound forest management practices.
- To provide opportunities for customers to purchase timber in an open and competitive market

Strategic Objectives

In responding to the key strategic opportunities facing the organisation and fulfilling its mandate, BC Timber Sales has identified three strategic business thrusts:

- Improve knowledge of our customers.
- Focus on being competitive.
- Improve market knowledge and responsiveness.

Each of these strategic thrusts has a complementary set of objectives.

Customer Objectives

- Know our customers and their requirements for business success.
- Market BCTS and our tenures to increase competition for our timber.
- Provide accurate and complete information to customers pre-award and support post-award. Hold customers accountable for obligations, as BCTS is accountable for its obligations.

Competitive Objectives

- Keep BCTS delivery costs competitive with industry costs.
- Apply a high degree of customer service to minimize registrant 'stump-to-mill' costs.
- Maintain public support for BCTS operations.

Market Objectives

- Maintain or increase the BCTS share of the standing timber market.
- Provide sector and log market data to each TSO.
- Certify BCTS operations to support market access.
- Develop marketing strategies at the Business Area level.

Strategic business thrusts:

- Improve knowledge of our customers.
- Focus on being competitive.
- Improve market knowledge and responsiveness.

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BC Timber Sales Business Plan

BCTS operations are focused on the development and management of Crown timber for the purpose of competitive auctions of standing timber. The value of auctioned timber and the costs to develop opportunities for market are key data. BCTS activities will be used when government moves forward on its strategic objective of a wider implementation of the Market Pricing System.

The business functions of BCTS include the planning and development of standing timber for auction, maintaining a road and bridge infrastructure to provide access to tenure opportunities, auctioning timber and meeting all legal requirements, including silviculture obligations. The District Manager enforces all legal requirements associated with logging activities on all tenures, including timber sale licences issued by BCTS.

It is anticipated that the timber volumes available through BCTS will grow over the next three years as volume reallocated from major tenure holders is provided to the program for development and auction. During this period, the timber volume allocated to BCTS is expected to increase from about 13 to 20% of the provincial harvest. To support the revitalization plan, Bill 28 (Forestry Revitalization Act, 2003) enables the reallocation of timber held in replaceable licences and identifies the affected licensees. In addition to creating more opportunities through timber reallocation, eligibility to bid on timber available through BCTS has been widened.

BC Timber Sales – Business Focus

Administration/Marketing

In its development, BCTS has focused on centralized administration and planning to gain efficiencies, enhance organisation-wide operational effectiveness and establish consistent business practices. Through its Victoria-based operation, critical market information will be gathered and provided to Business Areas for their use in business planning and operations. An increasing array of information is available through E-commerce applications, as BCTS moves further into electronic marketing with all sales posted on its public website. BCTS is exploring additional E-commerce applications to provide timber sales transactions via the Internet in fiscal year 2004/05. These actions are targeted at boosting market exposure and enhancing timber bidding.

BCTS has a contract with Genus Resource Management Technologies for the purchase and implementation of an Integrated Forest Management System (IFMS) across the organisation. By building upon the experience of all other Genus users, it is expected that significant cost savings will be leveraged for BCTS and the ministry. The modification and customisation

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of the Genus software will provide BCTS with a system designed to effectively meet its business needs, thereby supporting its strategic and business plan goals.

BCTS is also using the ministry's new corporate business and performance application called MAX, which is an integrated online corporate web application designed to handle service planning, as well as meet resource tracking and associated reporting requirements. When fully developed, MAX will be an essential tool for creating service plans, setting performance targets, allocating financial and human resources, monitoring progress, and tracking contracts and projects. It will contain milestone and financial data as well as financial and non-financial program goals.

CAS is the government's official accounting system used to track all actual expenditures and encumbrances. It is mandatory for MAX management data to be reconciled to the official auditable CAS accounting data. The reconciliation process will ensure that actual expenditures in CAS and MAX are the same. This process will ensure accountability and consistency within BCTS and between the MAX and CAS systems. The process also ensures project managers have up-to-date accurate records of actual expenditures, which supports accurate reporting and planning of future expenditures.

In combination, Genus, MAX and CAS will be essential management and business planning and evaluation tools for BCTS.

Certification/EMS

Forestry certification is increasingly seen as a means of sustainable resource management and excellence in forest stewardship. Domestic and international market interest in certified wood products continues to increase and many B.C. forest companies have either achieved or are pursuing third-party certification of their forest management programs.

BC Timber Sales is committed to certification of its operations and will continue with its current ISO certification and expand implementation of the Environmental Management System (EMS) across the province by 2005/06. The EMS is a critically important tool to enable BC Timber Sales to integrate its administration, planning and operational activities with an emphasis on environmental impacts and risks. While there will be provincial-level EMS coordination, implementation will occur at the Business Area level. Timber Sales Managers will have overall responsibility for implementation. Performance targets will be established and delivered through environmental management programs for individual Business Areas.

BCTS is also exploring opportunities to collaborate with other B.C. licensees in pursuing certification. A pilot project in Fort St. John has resulted in CSA certification of several licensees and BCTS operations in that area.

Planning/Sales

BC Timber Sales has centralized much of its higher level planning to ensure the organisation meets its strategic and business plan goals. Policy and business rule development have been centralized to provide consistency and gain efficiencies, while addressing the needs of all Business Areas. This approach allows TSO and field team staff to focus their efforts on program implementation and goal delivery. BCTS will continue to gain efficiencies and increase effectiveness through the application of continuous improvement principles and the standardization of business procedures.

In developing timber sales to support the market pricing system, BCTS auction sales must provide a representative timber profile that covers the full range of timber values and logging opportunity in a given area. The program will continue to offer a range of timber sales, but will exit direct awards and restricted or proposal-driven competitions to ensure that all bidders have a fair opportunity to bid openly for timber on the market.

Timber Sales Managers will develop an annual plan each year in January for respective Business Areas. This plan will forecast activities and sales for the period from April to the following March. Key indicators for testing market demand are the number of sales that attract no bids and the amount of harvest activity by major tenure holders. A principal objective is to establish a sales schedule early in the fiscal year reflecting market conditions and that timber sales customers can use to plan their businesses.

BCTS business planning contemplates providing a predictable supply of timber to the market, and the development and auction of a representative sample of timber types and logging chances employed by the rest of the industry. BCTS also intends to offer as much as possible of the program volume in a fully developed state to remove risk and uncertainty for bidders, and to enhance the quality of data for pricing purposes.

Roads/Access

To carry out its mandate and achieve its business goals, it will be important for BC Timber Sales to provide a predictable flow of timber sales to the market. While sales in a particular area may not be offered in every month of the year, BCTS will ensure that timber is offered year round in the province to meet pricing requirements and provide opportunities for customers. BCTS does this through the construction and maintenance of a significant number of roads and bridges.

To meet the new goal of fully developed TSLs, the amount of new construction and maintenance will increase. Road administration work will continue through the FRMA program (Forest Road Management Application).

To carry out its mandate and achieve its business goals, it will be important for BC Timber Sales to provide a predictable flow of timber sales to the market.

Silviculture

In placing a high priority on its silviculture activities, BCTS is the largest planter in the province with over 35 million trees planted annually. About half of these seedlings are grown from genetically improved A Class seeds and this proportion is expected to increase in the future. BCTS is using a long-term corporate strategy for the purchase and management of its seed inventory designed to meet the needs of all Business Areas. To maintain this supply, BCTS signed a business deal with the Tree Improvement Branch to provide access to ministry orchard select seed and also continues to explore new business partnership opportunities to support its seed management strategy. The corporate-wide approach will ensure consistently high quality as well as reduce administrative costs.

To meet its business plan goals and stewardship objectives, BCTS will meet all requirements under the *Forest and Range Practices Act*. Silviculture activities must be planned and implemented within a cost benefit and risk management framework, and also take into account requirements of the new timber pricing system.

Operational Context – Emerging Issues:

Organisational Environment

Implementation of new government forest policy direction and organisational changes resulting from the Core Services Review outcomes will be a central focus for the ministry over the next couple of years. In year one of this implementation, BCTS and other areas of the ministry managed workforce adjustment as part of the ministry's transformation. The primary focus of BCTS over the coming year will be on achieving its service plan goals and preparing to manage a significant volume increase through timber reallocation.

Bark Beetles

Perhaps the primary forest health concern in B.C. is the damage being caused by the unprecedented epidemic of the mountain pine beetle. The main areas of the beetle epidemic are essentially impossible to control by man-made means, despite temporary AAC uplifts and increased logging in affected stands of timber. The beetle outbreak is expected to expand unless climatic conditions cause a collapse or the population collapses due to a shortage of mature pine.

In the beetle epidemic areas, BCTS development and sales will continue to focus on damaged and dying stands. Several Business Areas are currently developing damaged stands only and are leaving undamaged stands for

future operations. While the concept of 'green attack' removal remains a priority, BCTS anticipates having a more predictable flow of timber sales that will be awarded competitively with full-development and full-stand information. BCTS will continue to target major concentrations of live beetles in green attacked areas, but it will plan harvest operations with a mix of sales targeted at the harvest of known beetle infestations (current practice) and stands identified at the planning stage as being of high risk of beetle infestation.

In executing its beetle strategy, BC Timber Sales has established the following objectives:

- revenue focused results;
- a more continuous/smooth delivery of timber volumes to market ;
- the best possible information and least risk for bidders;
- addressing of BCTS forest health obligations though concentration of harvesting in areas of known infestations;
- lower development and administrative costs by having fewer and larger timber sales; and
- increasing the numbers of bidders and revenue by reducing the uncertainty of the harvesting opportunity.

Forest Fire Impacts

BCTS diverted significant resources to support the ministry's fire suppression efforts in the summer of 2003. Ministry strategies to respond to the challenges associated with the 'black attack' timber from the record forest fires are in development. The BCTS role in selling this timber will evolve with ministry strategies and incorporate the requirement for its sales to provide a credible reference point for costs and pricing of non-auctioned timber. A significant challenge exists in accessing and auctioning much of this 'black attack' timber before it deteriorates into non-sawlog quality.

Appendix A: Organisational Structure

Business Area	TSO Location	Other Locations with Field Teams(1)	Forest Districts Within Business Area
Babine	Burns Lake	Smithers, Houston	Nadina, Skeena Stikine (portion formerly Bulkley)
Cariboo-Chilcotin	Williams Lake	Quesnel	Central Cariboo, Quesnel, Chilcotin
Chinook	Chilliwack	Queen Charlotte City	Chilliwack, Squamish, Queen Charlotte Islands
Kamloops	Kamloops	Merritt, Clearwater, 100 Mile House	Kamloops, Cascades, 100 Mile House, Headwaters (portion formerly Clearwater)
Kootenay	Nelson	Cranbrook, Grand Forks, Castlegar	Arrow Boundary, Rocky Mountain, Kootenay Lake
Okanagan-Columbia	Vernon	Revelstoke	Okanagan Shuswap, Columbia
Peace-Liard	Dawson Creek	Fort St. John, Fort Nelson	Fort Nelson, Peace
Prince George	Prince George	Mackenzie	Prince George, Mackenzie, Headwaters (portion formerly McBride)
Seaward-tlasta	Port McNeill	Prince Rupert	North Island-Central Coast, North Coast
Skeena	Terrace	Hazelton	Kalum, Skeena Stikine, (portions formerly Cassiar and Kispiox)
Strait of Georgia	Campbell River	Powell River, Port Alberni	Campbell River, Sunshine Coast, South Island
Stuart-Nechako	Vanderhoof	Fort St. James	Vanderhoof, Fort St. James

(1) Field teams are also located with TSOs, except for Nelson. A small field presence will be maintained in Nakusp and Squamish.

Timber Sales Office (TSO) – the administration, planning and management office for a business area.

Business Area – the geographic area managed by a TSO. Each BCTS business area covers two or more districts.

Field Team – a group of field oriented staff reporting to a TSO; field teams are located with TSOs and in other communities.

Appendix B:
Climate Goals – TSLT Team Principles

Principles that guide us in our work together include:

1. We believe talented and well-trained people assure the future success of BCTS.
2. We believe team trust grows from competence, consistency, honesty and fully shared information, and we are loyal to our colleague teams in the Forest Service.
3. We believe our full potential is realized through shared leadership and empowerment according to our unique, diverse, individual strengths.
4. We are confident in our individual and collective capacity to succeed, and we declare success when both BCTS and individual team members succeed.
5. We seek to improve our collective results by sharing and celebrating individual accomplishment, innovation, better practice and new experience.
6. We take measured risks, are individually accountable, learn from experience and continuously improve.
7. We believe team success and performance are strengthened by the respectful, open expression and appreciation of divergent views.
8. Effective, productive communication and decision making are a high priority as we focus on timely, thorough task accomplishments and preserving relationships.
9. We commit to visibly support and implement final team decisions.
10. We retain our resolve and sense of humour as we embrace challenges and opportunities.

Appendix C: Strategic Objectives, Actions

Customer Objectives	Actions	Primary Responsibility	Targeted Completion	Progress
Know our customers and what they need for success [create benchmark].	1. Collect data on mill requirements (capacity, tenured volume, species/profile, etc.)	TSMs	Ongoing	BA level work started in some locations
	2. Collect data on registrant requirements	BCTS HQ/TSMs	Ongoing	
	3. Survey of customer satisfaction	BCTS HQ	Jan. 2004	
Market BCTS and our tenures to increase competition for our timber.	1. Implement communications plan with customers and external stakeholders	BCTS HQ/TSMs	May 31/03	Initiated/ongoing
	2. Launch BCTS public website	IMG/BCTS HQ	March 31/03	Completed
	3. Corporate branding/word mark	Comm. Group	May 31/03	Completed
	4. TSO plans			
	• Business plans	TSMs/Dir. Bus.	April 1/03	Completed
	• TSO-level translation of provincial strategy	TSMs	April 1/03	Completed
	5. Develop E-based tenure marketing strategy	BCTS HQ	Jan. 2004	
	6. Conduct analysis of current competitiveness for past two years [create benchmark]	BCTS HQ	Jan. 2004	
Provide accurate and complete information to customers pre-award and support post-award. Hold customers accountable for obligations, as BCTS is held accountable for its obligations.	1. Re-design tender and information package, with associated documents, to simplify and clarify timber sale conditions and responsibilities.	BCTS HQ/TSOs/ CI Team	May 15/03	Initial design completed
	2. Re-design post-award process for licensees to clarify responsibilities and administrative timber sale licence needs between Field Services and BCTS.	TSLT/Field Services	June 30/02	Underway
	3. Develop an internal quality assurance program for BCTS to ensure accountability and operational consistency.	BCTS HQ	June 1/04	Due diligence framework design

Competitive Objectives	Actions	Primary Responsibility	Targeted Completion	Progress
Keep BCTS delivery costs competitive with industry costs.	1. Implement BCTS cost accounting	Dir. Bus./TSMs	TBD	Ongoing
	2. Develop cost management strategies by cost driver	Dir. Bus./TSM	Ongoing	Ongoing
	3. Finish business officer recruitment	Dir. Bus./TSMs	May 2003	Done
	4. Pursue partnerships for efficiency, i.e. DFAM	TSMs	June 2003	Ongoing
	5. Secure access to FIA funding	Executive	April 2003	Partial success
	6. Curtail Section 13 NRFLs – MOU	Dir. Bus./TSMs	April 2003	Completed
	7. Implement FRPA, where efficiency gained	TSMs	Ongoing	Ongoing
	8. Support more risk taking relative to cost drivers	TSLT	Ongoing	Coaching phase done
Apply a high degree of customer service to minimize registrant 'stump-to-mill' costs.	1. Fully utilize the capacity of continuous improvements methods to improve customer service	TSMs	Ongoing	Ongoing
	2. Apply e-business approaches to improve the effectiveness and accuracy of sales and marketing	CTS HQ/IMG	Dec. 31/03	
	3. Improve understanding of the supply chain management practices of major millers	TSMs	Dec. 31/03	
Maintain public support for BCTS operations.	1. Conduct information sessions on role of BCTS in forest sector	TSMS/Dir. Ops.	Ongoing	Ongoing
	2. Cultivate responsiveness to public concerns about forest stewardship	TSMs/Dir. For.	Ongoing	Ongoing
	3. Pursue land use plan implementation in 'lock-step' with major licensees	TSMs/Dir. For.	Ongoing	Ongoing
	4. Respond on a commercial basis to needs for certification; link to EMS work and certification working group	Dir. For.	Ongoing	Underway
	5. Implement internal quality assurance to ensure legal compliance [link to customer objective # 3]	Dir. For.	Ongoing	Underway

Market Objectives	Actions	Primary Responsibility	Targeted Completion	Progress
Maintain or increase BCTS share of standing timber market. Provide sector and log market data to each TSO.	1. Research data sources and determine valuable information	Dir. Bus./TSMs/ Econ.&Trade Br.	Oct. 31/03	
	2. Determine branch need for economic expertise	Dir. Bus./Dir. Ops.	Fall 2003	
	3. HQ staff collate/conduct Coast/Interior analysis; provide to TSOs	Dir. Bus.	Nov. & April – Yrly.	
	4. Develop training strategy for market orientation of business staff	TSMs/Dir. Bus.	June 2003	
Certify BCTS operations to support market access.	1. Prepare streamlined, efficient EMS template	Cert. Group	May 15, 2003	Results in Chinook, Peace Liard; new schedule for progress prepared; support for staffing work under way
	2. Implement existing legislation to make EMS participation mandatory	BCTS HQ	June 2003	
	3. Initial training plan developed; set up private delivery	Cert. Group	June 2003	
	4. Training sessions available to licensees, permit holders and contractors upon their request and cost	BCTS HQ/Dir. For.	July-Sept. 2003	
	5. Pre-registration audits	Chinook/Peace-Liard	Oct. 2003	
	6. Other pre-registrations as BAs and Field Teams positioned	TSMs	Jan. 2005	
Develop marketing strategy at TSO level.	1. Develop inventory control			
	• Developed volume, species and profile	Planning Off.	Short-term	
	• Volume, species and profile on chart areas	Planning Off.	Long-term	
	2. Develop inventory [STI and undeveloped] management system [Genus]; comparisons among TSOs	BCTS HQ	April 2004	
	3. Explore use of stand evaluation programs, i.e. identify products that can be delivered from a TSL	Ops. Mgr.	Sept. 2003	
	4. Interior			
	• Gather intelligence from mills on their purchase needs,	BOs/TSMs	June 2003	Underway
	• species, volume, timing, etc.	BOs/TSMs	June 2003	Ongoing
	• Consider customer advisory groups	BOs/TSMs		
	5. Coast			
	• Rely on intelligence from BCTS HQ, as available	BOs/TSMs	Ongoing	Underway
	• Gather intelligence from local mills, markets loggers, brokers	BOs/TSMs	Ongoing	
	• Develop network of contacts to determine local markets	BOs/TSMs	Ongoing	Underway in most BAs

"Contact Enquiry BC, the provincial government's information referral service,
for information about BC Timber Sales,
the Ministry of Forests and other agencies:

Victoria	250 387-6121
Vancouver area	604 660-2421
Other Areas of B.C.	1 800 663-7867
Outside B.C.	604 660-2421
Email address	EnquiryBC@gems3.gov.bc.ca

For additional information about
BC Timber Sales, visit our website at http://www.for.gov.bc.ca/bcts/

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